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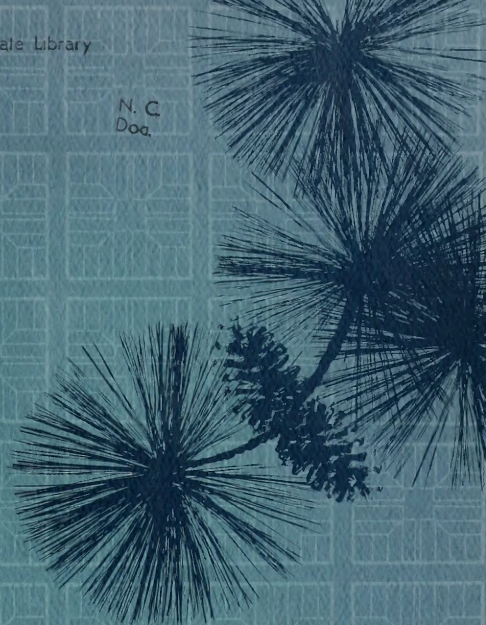
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# POPULATION AND ECONOMY

# SOUTHERN PINES NORTH CAROLINA





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# POPULATION AND ECONOMY



# SOUTHERN PINES NORTH CAROLINA



PREPARED BY:

STATE OF NORTH CAROLINA  
DEPARTMENT OF CONSERVATION AND DEVELOPMENT  
DIVISION OF COMMUNITY PLANNING

GEORGE J. MONAGHAN, ADMINISTRATOR

CENTRAL AREA OFFICE

VICTOR H. DENTON, DIRECTOR

DONALD W. BRADLEY, COMMUNITY PLANNER  
ANNE SMITH, SECRETARY  
BRINK OLIVER, DRAFTSMAN  
GAY BRANTLEY, COVER DESIGN

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Prepared For:

THE TOWN OF SOUTHERN PINES

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F. F. Rainey, Town Manager  
Mildred McDonald, Town Clerk  
W. Lamont Brown, Town Attorney

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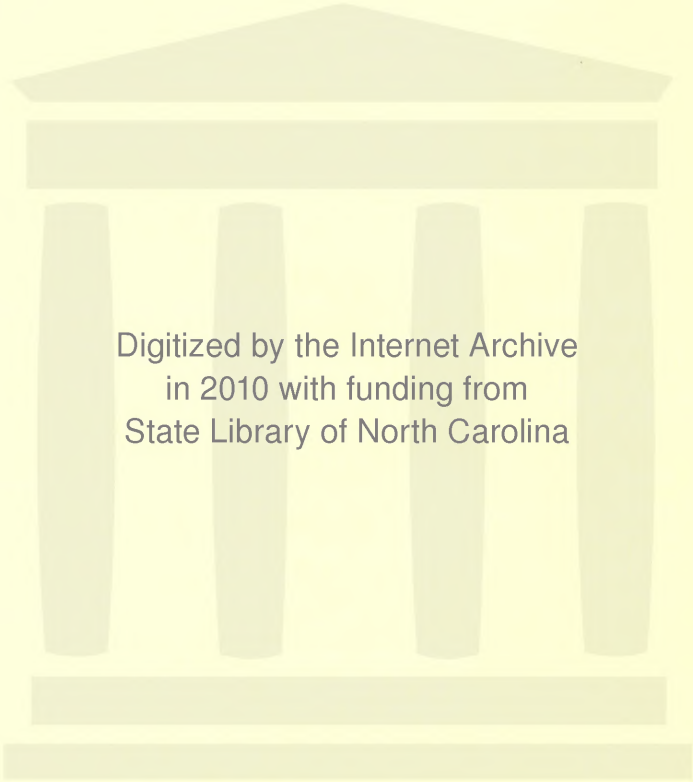
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## POPULATION

Humans are creatures of their living environment. The social, economic, political and physical aspects influence their individual and collective behavioral patterns. Human ecology is the academic field concerned with the relationship of man and his communal environment. The public interest can be more accurately defined in the planning process if these factors of the standard of living and community attitudes can be identified. These significant characteristics are somewhat vague but have an extremely meaningful role to play in the democratic method of formulating objectives of the long range plan of the community.

The scope of this sociological ecology transcends the traditional biological discipline involved with plants and animals. It includes landscape and wildlife but emphasizes the organizational and technological aspects of the economy and demography in the community or region.

Southern Pines is a resort village with an extremely cosmopolitan atmosphere due to its residents and visitors. There are significant items of interest to the sociologist should he ever study the human ecology of this urban community in any detail or depth. Beyond the mundane facts and figures of the census data it can be seen that the human resources in terms of the interesting and experienced citizenry are capable of attracting a constant and stable stream of new residents and visitors to the area. This pattern cannot be separated easily as to cause and effect but is partially explained by the data relating to various population and economic phenomena. The recreational activities of golf tournaments and horse shows are expanded by tennis, antique shows, home and garden tours, fox hunting, steeplechases, college enrollment and musical concerts all bring people and money into the community on a temporary or seasonal and permanent basis.

## DEMOGRAPHY

The characteristics of the population residing within the community are significant in the process of land planning. The attitudes and desires are reflected by the decisions of the urban area residents. The social and economic characteristics of the citizens serve as a guide in the formulation of objectives for the comprehensive plan.

The Bureau of Census provides multitudes of informative raw data as collected in the Decennial Census and tabulated by enumeration districts. This statistical information must be selected, compiled and analyzed for validity, reliability and significance to be of any meaningful benefit to the planning program of the urban area.

Census figures on population which are appropriate to the research involved in the process of plan formulation are population density, family size, population trends, age groupings, sex ratio, education levels, mobility, ethnic origin, income, commuting patterns. All are necessary to provide a perspective in depth of the social pattern of the people of the urban community.

The Town of Southern Pines has increased in population from 517 in 1900 to 5,198 in 1960. This represents a tenfold increase in a mere sixty years. During the same time Moore County has doubled from 17,010 to 36,733. However, the remaining smaller towns in the county have all remained nearly static in terms of population throughout the half of a century under consideration. The Townships of McNeills, Sandhills, and Mineral Springs (7, 8 and 9) have all increased by about four times during this period. However, the neighboring towns to Southern Pines are neither growing nor decreasing in population by any substantial amount. Aberdeen, Carthage, Robbins, Vass, Cameron and Pinebluff have deviated but a few families in the past decade and nothing seems apparent to change this stagnation. The adjacent Village of Pinehurst has more in common with Southern Pines concerning the population and economy based upon a golf and horse resort. Pinehurst

has increased in numbers of residents by some ten percent in the past decade. However, growth is restricted by the private corporation directors to retain its charm.

Population characteristics shall be analyzed for various significant trends as depicted in the last decennial census data as well as other methods utilizing personal interviews, first-hand observations and sample questionnaires. The figures under study are specifically the population numbers in terms of past totals by enumeration districts, town annexations, surrounding townships and the entire county. Obviously this would provide a somewhat imperfect model without further breakdown in regard to age and sex as well as in and out migration and the birth and death rates.

#### SOCIAL ORGANIZATION

An urban area is the product of the residents who have lived there in the past and those there at the present. Each citizen contributes in a variety of ways to the character and quality of the living environment. The general public influences the activities and services of the town and country beyond.

Social processes encompass the individual and collective behavioral patterns of the entire population of the community. Group action and combined effort cause much change to take place in the townscape. The pace and trend may vary but continual change does occur to the social and physical environment.

People and families are responsible for preserving the established and worthwhile institutions of their community. However, they are conversely the innovators of change in their behavioral patterns and the structure of the urban community.

Social and physical change are constant forces which must be directed by thinking people for the improvement of human life and the environment. It can be surely defended that people are the most vital asset to any urban area. The community cannot exist without its citizenry. Every town and city is dependent upon a population of diverse characteristics to provide the economic functions and normal cultural activities.

The urban community of Southern Pines and vicinity is indeed fortunate to have a population made up of persons and families with an exceptionally wide range of backgrounds and interests. Great extremes also occur on the scales of education and income making it difficult to define the public interest as it relates to community development and governmental services. These factors involved in the characteristics of the population must be applied to the decision making and goal formulation in the planning process to achieve better social and economic conditions in the community for all classes.

There are many eccentric individuals in the region which most certainly adds to the flavor and vitality of the cultural experience of the community. This condition can be a healthy emotional stimulation in the maturing process of becoming a more tolerant individual. At the same time encouragement to pursue one's own purposes and/or participation similarly in organized activity for personal improvement or community betterment is perpetually in abundance in the Southern Pines area.

There are fantastic extremes of achievement, personalities, religions, wealth, existence, learning, politics and leisure apparent within the everyday lives of the inhabitants of this pleasurable environment. These may well be the vital factors which encourage many to relocate in Southern Pines or retire here after productive and successful careers in distant places. However, the recreational and cultural facilities as well as the delightful physical environment are certainly predominant factors.



## ORIGIN

The Southern Pines community is cosmopolitan by any urban criteria. Not only is the area appealing as a resort and attractive for families from out of the region and state but there are substantial numbers of foreign-born residents living permanently in town and the hinterland. The national origin of these local residents is shown merely to point out that the community has been and continues to be somewhat of a mecca for the sophisticated international traveller and many have chosen to remain or return.

Some of these residents who were born abroad are titled nobility and others are spouses of military or diplomatic personnel who have been stationed overseas, but the most are simply world citizens who have found a new and delightful place to live. Some are now citizens of the United States of America and some are working toward this end. Others, perhaps prefer to remain a citizen of their home country and probably a few enjoy a state of dual citizenship.

TABLE 1 NATIONAL ORIGIN, 1960 - SOUTHERN PINES, N. C.

Country	Southern Pines Town	Town- ship 7	Town- ship 8	Town- ship 9	All Three Town- ships
United Kingdom	62	78	8	88	174
Ireland	32	32	4	24	60
Norway	0	0	0	5	5
Sweden	8	12	0	4	16
Germany	49	57	25	4	86
Poland	8	8	0	4	12
Austria	3	3	4	4	11
Hungary	7	7	0	0	7
Italy	36	36	0	19	55
Canada	56	76	25	45	146
Others	42	80	84	7	171
Foreign Born	86	125	40	61	226
Foreign or Mixed Parents	217	264	110	143	517
Total	303	389	150	204	743

Source: Unpublished Census Data (PH-3) 1960

TABLE 2 PERCENT - FOREIGN-BORN - FOR SELECTED AREAS - 1960

Town	Number	Per Cent	Total Population 1960
Southern Pines	86	1.7	5,198
Sayford	89	0.7	12,253
Rockingham	38	0.7	5,512
Raleigh	962	1.0	93,931
Durham	747	1.0	78,302
Fayetteville	969	2.1	47,106

Source: U. S. Census Unpublished Data - Special Table PH-3 - 1960.  
U. S. Census Tracts PHC(1)-124.

## MOBILITY

The residential population of the Southern Pines community has traditionally been a mobile society. They move to the town and away more often than the typical small town in the southern part of the United States. This mobility is caused to a large extent by the fact of Southern Pines being a resort town with a broadening economic base, the proximity of a military installation, the retirement couple establishing a new domicile, the seasonal resident with other properties and the advent of the academic community connected with the college.

The appropriate gauge to measure this phenomena is the census data on mobility showing where persons and families live and move within the past five-year period. The figures verified that nearly one-half the Southern Pines families changed residence from 1955 to 1960, at least to a different house. However, nearly a fourth of these were from out of state and over another quarter were from a different county and approximately one-half were from the state and the same county.

TABLE 3 MOBILITY PATTERNS, 1955-1960 -- SOUTHERN PINES, N. C.

For 1955-1960 Period	Southern Pines	Township 7	Township 8	Township 9	Total 7, 8, & 9
Persons 5 yrs. & older	4,495	7,611	5,397	4,481	17,480
Same House for 5 years	2,333	4,199	3,107	2,906	10,212
Different House	2,051	3,212	2,147	1,521	6,880
Same county	1,233	2,107	1,417	1,078	4,602
Different county	818	1,105	730	443	2,278
Same state	214	386	461	173	1,020
Different state	604	719	269	270	1,258
Abroad at time	105	146	74	30	250
Not reported	46	54	69	24	147

Source: Unpublished Census Data (PH-3) 1960

## DISTRIBUTION

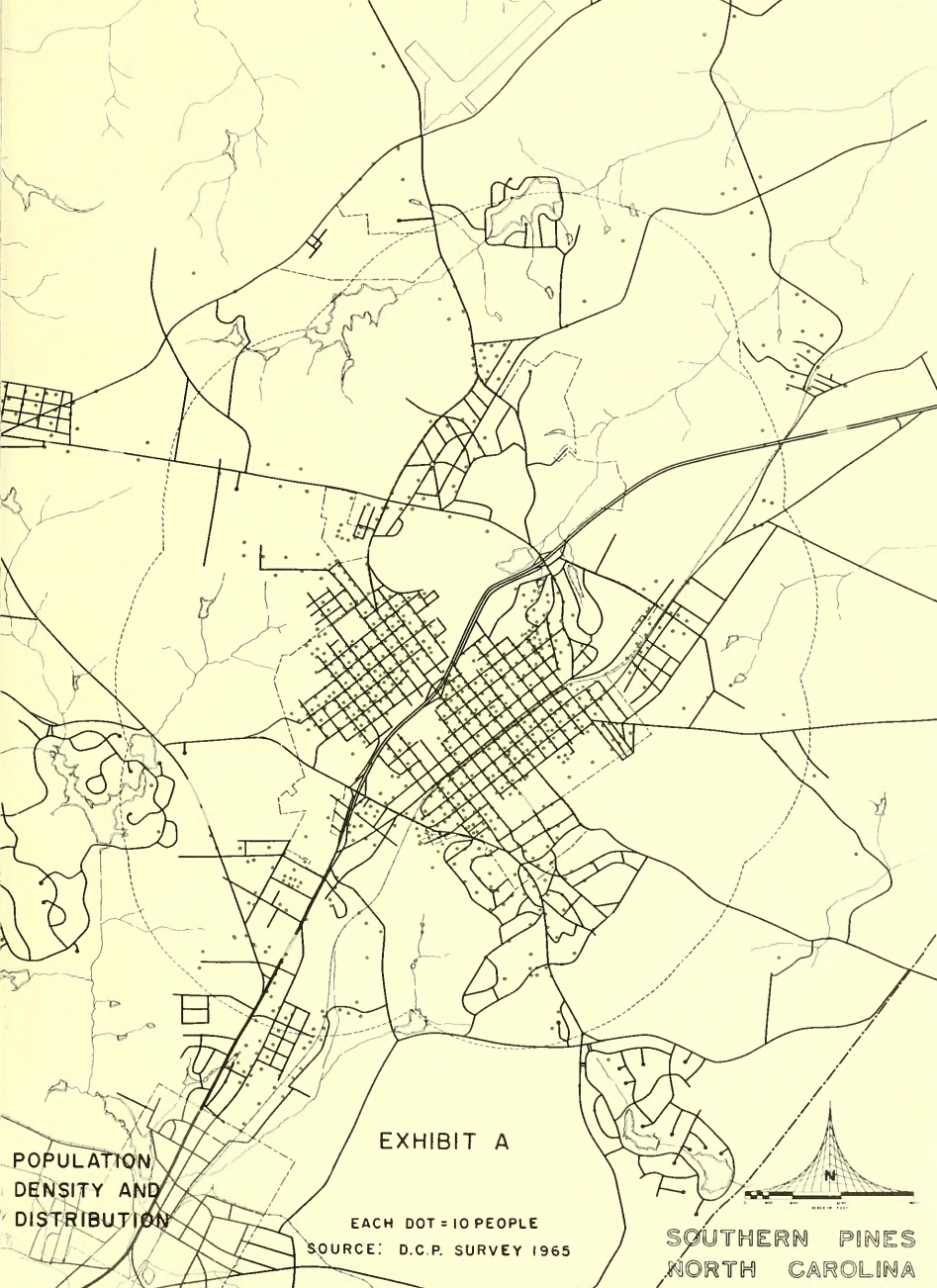
Over one-half of the population of the county live in the three southernmost of the ten townships of Moore County. These are Sand Hill, McNeills and Mineral Springs which include Southern Pines and its planning area.

In 1960 there was a population of 3.13 people per household in Southern Pines while this figure was 3.65 for Moore County. Within the corporate limits of Southern Pines the number per household for white families was 2.77 and 3.78 for non-whites making a difference of one person per family household.

The distribution of the population is clustered over the original town development and in several of the established residential neighborhoods. The centralized pattern will tend to scatter as the recent new residential developments are populated. The densities are generally uniform throughout the predominantly urbanized areas. The average population density per acre in town is a low 9.8.

## COMMUTING

The people living in an urban community are not static. Their daily life takes them from place to place to perform the tasks of their existence. This action is termed commuting and normally is the pattern of the wage earner traveling from residence to work and return. Some individuals in the Southern Pines area are fortunate to be able to live within walking distance of their job but others must depend on the automobile for transportation in the workaday world. There are those who commute by train and plane from Southern Pines on a regular basis to more distant points. Although few in number, there are also local residents who work in the cities of the "Piedmont Crescent" of North Carolina. This phenomena clearly verifies the desirability of living in Southern Pines. It is in many instances an extreme personal sacrifice to make for the workers to travel long distances to work and maintain residence in the Southern Pines community.



POPULATION  
DENSITY AND  
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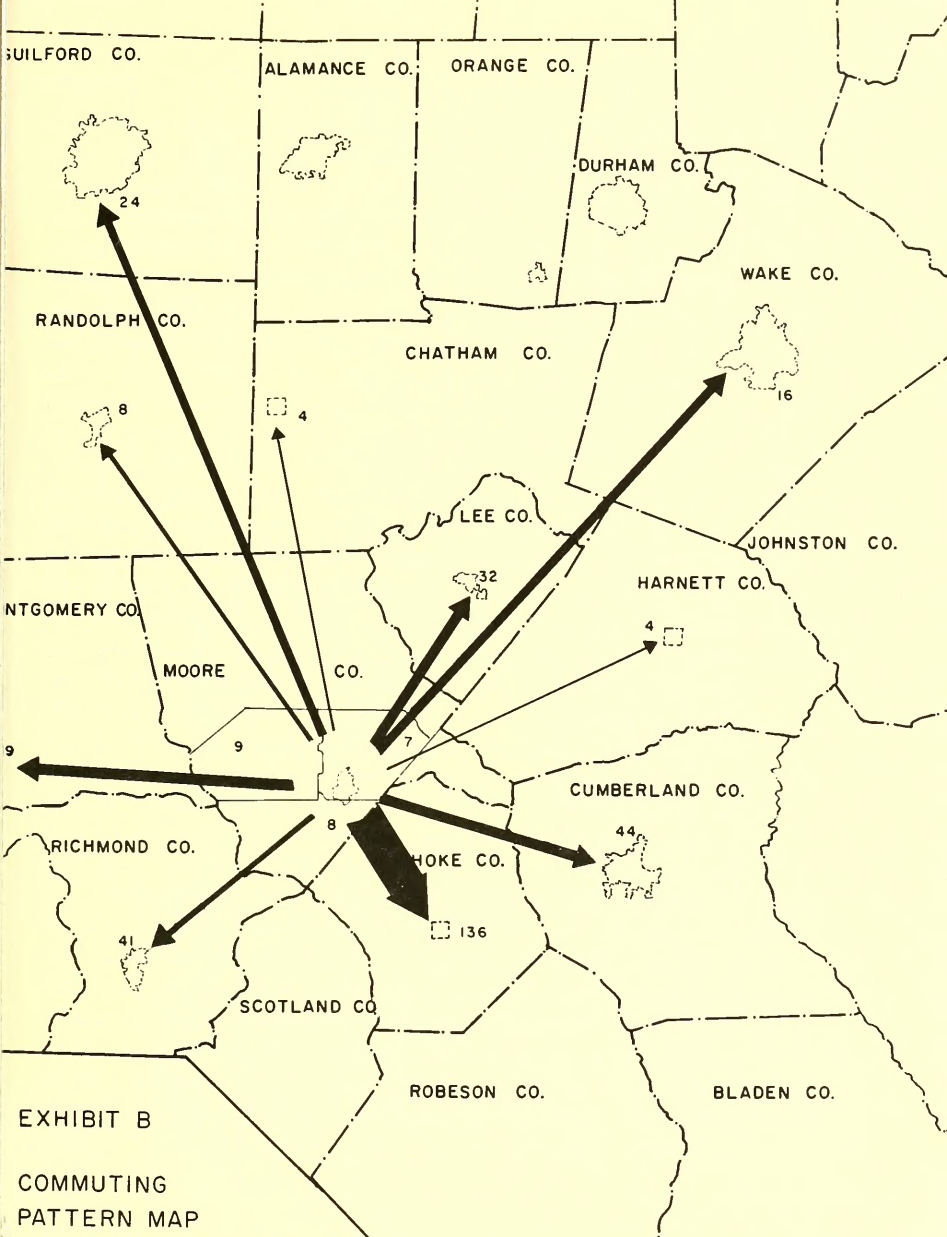
EXHIBIT A

EACH DOT = 10 PEOPLE  
SOURCE: D.C.P. SURVEY 1965

SOUTHERN PINES  
NORTH CAROLINA







**EXHIBIT B**  
**COMMUTING**  
**PATTERN MAP**

SOURCE: COMMUTING PATTERNS IN NORTH CAROLINA, 1960 DIVISION OF COMMUNITY PLANNING, DEPARTMENT OF CONSERVATION AND DEVELOPMENT

TABLE 4 COMMUTING PATTERNS, 1960 - SOUTHERN PINES, N. C.

County of Employment	Left From Southern Pines	Township Numbers				Left Moore County to Work	Game Into Moore County to Work
		7	8	9	All		
Chatham	0	4	0	0	4	118	24
Gulford	16	4	4	0	8	82	0
Harnett	0	0	4	0	4	28	12
Hoke	20	28	108	0	136	152	157
Lee	0	25	0	7	32	323	88
Montgomery	9	9	4	36	49	215	323
Randolph	0	4	4	0	8	395	61
Richmond	8	13	20	8	41	81	199
Robeson	0	0	0	0	0	0	32
Scotland	0	0	0	0	0	4	42
Wake	12	12	4	0	16	24	0
Elsewhere	208	265	89	44	398	544	--
Not reported	77	129	138	57	324	--	--
Total	1,862	493	375	152	1,020	1,966	938

Source: Commuting Patterns in North Carolina, 1960, Division of Community Planning, Department of Conservation & Development.

## CULTURE

Nowhere else in the world can be found the concentration of many fine golf courses, country clubs, horse farms and pleasant living environment for its residents and tourists. There are also tennis tournaments in addition to those for the golfers, and horse shows augmenting the fox hunts and steeplechase races, the annual antique show as well as the yearly house and garden tour during the dogwood season. There is fishing and swimming in the lakes and there is hunting and skeet shooting. While the Boy Scouts and the Girl Scouts are camping to the north and west in Moore County and Pinehurst campgrounds, the National Guard, U. S. Army and Air Force are utilizing the twenty-five mile long Fort Bragg Military Reservation just east of Southern Pines, and crippled children come to Camp Easter each summer within a mile north of the town. Within ten miles south are the Sandhills Game Management Preserve, the abandoned Camp Mackall Air Field and McCain State Tuberculosis Sanitorium.

This impressive array of institutional and recreational land uses are mentioned to point out the variety of activities and opportunities within the regional area. These assuredly have an effect on the behavioral pattern of the permanent and transient population, the economic base and real estate values of the community. Not all the facilities and programs are the sporting type or income producing either. Many residents enjoy art, literature, music, historical, pottery, handcrafts, spiritual, and other cultural pursuits.

There is an outstanding town library, art gallery, musical concerts, and a new museum in Southern Pines. A lecture series and celebrated entertainers are sponsored by the Sandhills Community College at the Village Chapel, and the members of the Pinehurst Forum at the Pinehurst Country Club. The Sandhills Music Association and the Moore County Historical Society offer quality programs throughout the winter season in Southern Pines. There are also two civic clubs and garden clubs, four service organizations and fraternal organizations and a Great Books club.

## PROFESSIONAL GROUPS

Southern Pines has a distinctive quality in terms of professional employment and related business and cultural activities. It must be unprecedented for a small town with a population of just over five thousand to support two bookstores, two banks, two hospitals and two theaters on barely a half dozen sizable industries. There is a large group of professionals residing or practicing within town or in the vicinity including at least two dozen medical doctors, around sixteen lawyers, a dozen each of clergymen, architects, and a half dozen dentists and that many pharmacists. There are also at least four veterinarians and as many engineers, two surveyors and even an urban planner. It would be beyond the scope of this study to similarly count the numbers of school teachers and faculty members, real estate agents and investment brokers and bankers and consultants. There has always been a group of successful artists and writers and several musicians as well as a corps of retired executives, diplomatic personnel, military officers, foreign dignitaries, and world travelers. A writers colony resided in Southern Pines for many years, but unfortunately has lost many of its valuable members.

## EDUCATION

A well educated citizenry is probably the single most valuable asset a community can possess. These people are generally more informed and also concerned with community improvement. They are more capable of securing better employment and thus attain higher income. This can be translated to spending more on goods and services thereby supporting a healthy economy.

The population attaining a higher level of education will have an augmented ability to reside in higher quality housing and contribute more in taxes to provide for increased municipal and community services and facilities. The educated citizen will also be more articulate and contribute more in terms of municipal, regional, and political decision making in the present and future of the urban community.

Southern Pines has traditionally had a relatively impressive reputation for providing a quality public educational system. Private and parochial schools have and shall continue to augment this enviable record of past performance. The recently opened community college will provide new horizons for educational advancement throughout the area. It provides the college age group as well as the mature adult an unparalleled opportunity for academic training and cultural enrichment. The range of the curricula varies from basic skills reducing illiteracy to non-credit advanced seminars with technical training and a two-year undergraduate transfer student degree program for those who plan to continue by going on to a university.

The newly organized consolidated Moore County School District will include the existing Southern Pines, Pinehurst, Aberdeen and West End systems. The location of the proposed high school site is between Southern Pines and Pinehurst on US 15-501 which will provide more space and can offer a more diversified curriculum for college preparatory and general education students.

Southern Pines has an extremely broad range of educational characteristics from the formally learned to the illiterate. The best possible method of judging this in any objective manner is by years of schooling completed. These figures were compiled in the decennial census of 1960. To provide a workable framework only people twenty-five years of age and older were considered. There were 2,803 people in this group within Southern Pines town limits in 1960 and the median school years completed was 12.1. This figure is exceedingly favorable to the Southern Pines community if compared to 9.0 years for the county and 8.9 years for the state. However, for the non-white residents of the town and county these figures were a low 8.9 and 7.2 years of school completed. Encouraging indications in the data are that of the total population over twenty-five, one-half have completed high school and over five percent have at least one college degree.



TABLE 5 EDUCATION INFORMATION, 1960 - SOUTHERN PINES, N. C.

	Southern Pines	Town- ship 7	Town- ship 8	Town- ship 9	Moore County
Persons 25 years old and over	2,803	4,579	3,088	2,775	18,953
No school years completed	49	101	51	127	592
Elementary: 1-4 yrs.	136	448	286	389	2,251
5-7 yrs.	361	856	610	547	4,610
8 yrs.	292	484	273	292	2,089
High School: 1-3 yrs.	476	766	535	415	3,069
4 yrs.	825	1,129	766	630	4,069
College: 1-3 yrs.	371	449	289	198	1,213
4 yrs. or more	293	346	278	177	1,060
Median School Years Completed	12.1	10.6	10.8	9.2	9.0
<u>WHITE</u>					
Persons 25 years old and over	1,829	3,249	2,317	2,000	14,538
No school years completed	20	39	12	37	278
Elementary: 1-4 yrs.	24	229	93	183	1,243
5-7 yrs.	147	522	369	339	3,338
8 yrs.	147	320	198	205	1,631
High School: 1-3 yrs.	324	576	424	324	2,453
4 yrs.	566	842	676	583	3,498
College: 1-3 yrs.	351	426	282	169	1,146
4 yrs. or more	250	295	263	160	951
Median School Years Completed	12.4	11.7	12.1	11.2	10.0
<u>NON-WHITE</u>					
Persons 25 years old and over	974	1,330	771	775	4,415
No school years completed	29	62	39	90	314
Elementary: 1-4 yrs.	112	219	193	206	1,008
5-7 yrs.	214	334	241	208	1,272
8 yrs.	145	164	75	87	458
High School: 1-3 yrs.	152	190	111	91	616
4 yrs.	259	287	90	47	571
College: 1-3 yrs.	20	23	7	29	67
4 yrs. or more	43	51	15	17	109
Median School Years Completed	8.9	8.3	6.9	6.3	7.2

Source: 1960 Census data



## AGE

It is important to know the composition of a population of the area for planning purposes. The age and sex of the residents of the community will point out certain strengths and weaknesses in the characteristics of the population. A community with a healthy and developing economy would be able to hold its own high school and college graduates by offering them suitable employment while at the same time attracting other young and productive people in the demographic inventory.

The Southern Pines area must be likewise concerned with attracting the mature group of families, couples and individuals in the years of retirement. However, this category cannot be defined as simply those over sixty-five years old. There are those in their forties and fifties who need not work due to their private financial resources while many previously retired executives from the North have moved to Southern Pines and have begun new careers on a part-time or full-time basis in business, government, or a charitable organization. This trend is healthy for the individual person and the economy of the community.

The Town of Southern Pines has a fairly stable distribution of age groups. The two exceptions to this condition that existed in 1960 were a few less in the twenty to thirty year old bracket and a heavier than normal concentration in the older age groups. The former has no doubt been changed by the new industrial plants and the community college being established within the past decade. The latter is a beneficial phenomena which reflects the many wealthy persons in retirement who chose to move to the Southern Pines area and are an asset to the cultural and economic level of the community.

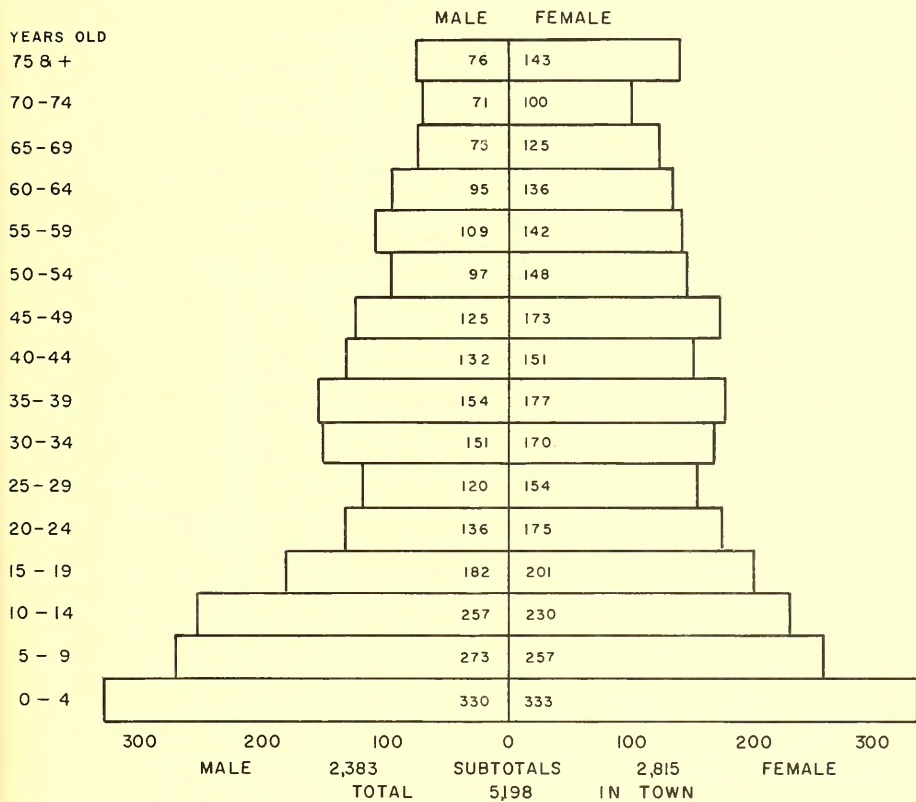
In 1960 there were 1,130 children in school in Southern Pines, or 21.9 percent of the population. With the opening of the college, which enrolled 480 in 1965, the figure is estimated at 29.2 percent. There were at the time of the 1960 census 11.4 percent of the population over sixty-five years of age.



## EXHIBIT C

## AGE AND SEX CONE

## SOUTHERN PINES, NORTH CAROLINA



SOURCE: 1960 CENSUS DATA

## SEX

Females are increasing in number faster than males primarily due to the woman's greater life expectancy. This fact is true in the state and nation as well as in Southern Pines. It is normal in any area for women to outnumber men. Especially in a retirement center such as Southern Pines where there is a higher percentage of resident senior citizens.

Within the Town of Southern Pines there were 54.2 percent females and remaining 45.8 percent males in 1960. There were at that time nearly twice as many women as men over the age of sixty-five years.

---

TABLE 6 AGE AND SEX, 1950-1960 - SOUTHERN PINES, N. C.

---

Age Groups	1950 Census			1960 Census		
	Males	Females	Total	Males	Females	Total
0-4	263	260	523	330	333	663
5-9	196	168	364	273	257	530
10-14	135	156	291	257	230	487
15-19	120	172	292	182	201	383
20-24	166	211	377	136	175	311
25-29	183	202	385	120	154	274
30-34	150	174	324	151	170	321
35-39	121	142	263	154	177	331
40-44	106	130	236	132	151	283
45-49	99	146	245	125	173	298
50-54	101	126	227	97	148	245
55-59	63	89	152	109	142	251
60-64	62	93	155	95	136	231
65-69	65	94	159	75	125	200
70-74	39	80	119	71	100	171
75 & over	54	106	160	76	143	219
Total	1,923	2,349	4,272	2,383	2,815	5,198
Median Ages				25.8	31.8	28.8

---

Source: 1960 Census Data

A significant factor in the characteristics of a population is the fertility ratio within the community. This figure is related to age and sex by its definition. The index of fertility may be computed as the ratio of children under five years of age as a proportion per one thousand to the women of childbearing age normally considered as fifteen to forty-nine years.

The fertility ratio in Southern Pines is an unusually high 552. This figure indicates that the population would increase substantially if all other factors remained in a state of equilibrium, i.e., if immigration and migration were exactly equal the net increase would simply be the amount of births exceeding deaths for a given area.

#### RACE

In 1960 the racial composition of Southern Pines was 61 percent white, 39 percent non-white, and less than one percent classified as "other" by the U. S. Bureau of the Census. The 1940-1960 racial trends for Southern Pines are similar to the state trends. That is, the percentage of non-whites to the total population is declining while the number of non-whites is increasing as indicated in the table below.

TABLE 7 RACIAL COMPOSITION, 1940-1960

Town	1960		1950		1940	
	no.	%	no.	%	no.	%
Southern Pines						
White	3,144	61%	2,498	58%	1,652	51%
Non-white	2,052	39%	1,774	42%	1,570	49%
Other	2	-.05%	0		3	-.05%
TOTAL	5,198		4,272		3,225	
North Carolina						
White	3,399,285	75%	2,983,121	73%	2,567,635	72%
Non-white	1,156,870	25%	1,078,808	27%	1,003,988	28%
TOTAL	4,556,155		4,061,929		3,571,623	

## PROJECTIONS

In order to intelligently plan for the comprehensive development of the Southern Pines community over the span of time involved in the planning period, an estimate of the total future population must be made.

Four mathematical methods of projecting future population figures are used for the Town of Southern Pines. The cohort survival, arithmetic projection, least squares and geometric projection methods are averaged to give a balanced prediction.

In making any population projections certain necessary assumptions must be made to provide a common base on which to stage the sophisticated exercise. If serious deviation from these assumptions occurs in the unforeseen future the projections accuracy would theoretically be significantly reduced and a substantial error produced. However, a slight margin of inaccuracy will not be critical in the long range of urban development and land use planning.



TABLE 8 POPULATION TRENDS, 1900-1960 - SOUTHERN PINES, N. C.

Year	Southern Pines Town	Town-ship 7	Town-ship 8	Town-ship 9	Town-ships 7, 8, & 9	Moore County
1890	--	1,396	1,526	1,561	4,483	20,479
1900	517	1,614	2,207	1,349	5,170	23,622
1910	542	2,054	2,038	1,592	5,684	17,010
1920	743	2,943	2,642	2,890	8,475	21,388
1930	3,330	6,045	4,554	4,060	14,659	28,215
1940	3,225	6,314	4,117	4,908	15,339	30,969
1950	4,272	7,716	5,379	4,491	17,586	33,129
1960	5,198	8,895	5,476	5,419	19,790	36,733
1970*	6,280	9,825	5,573	6,183	21,581	38,511
1980*	7,567	10,755	5,670	6,947	23,372	40,161
1990*	8,985	11,685	5,767	7,711	25,163	41,939

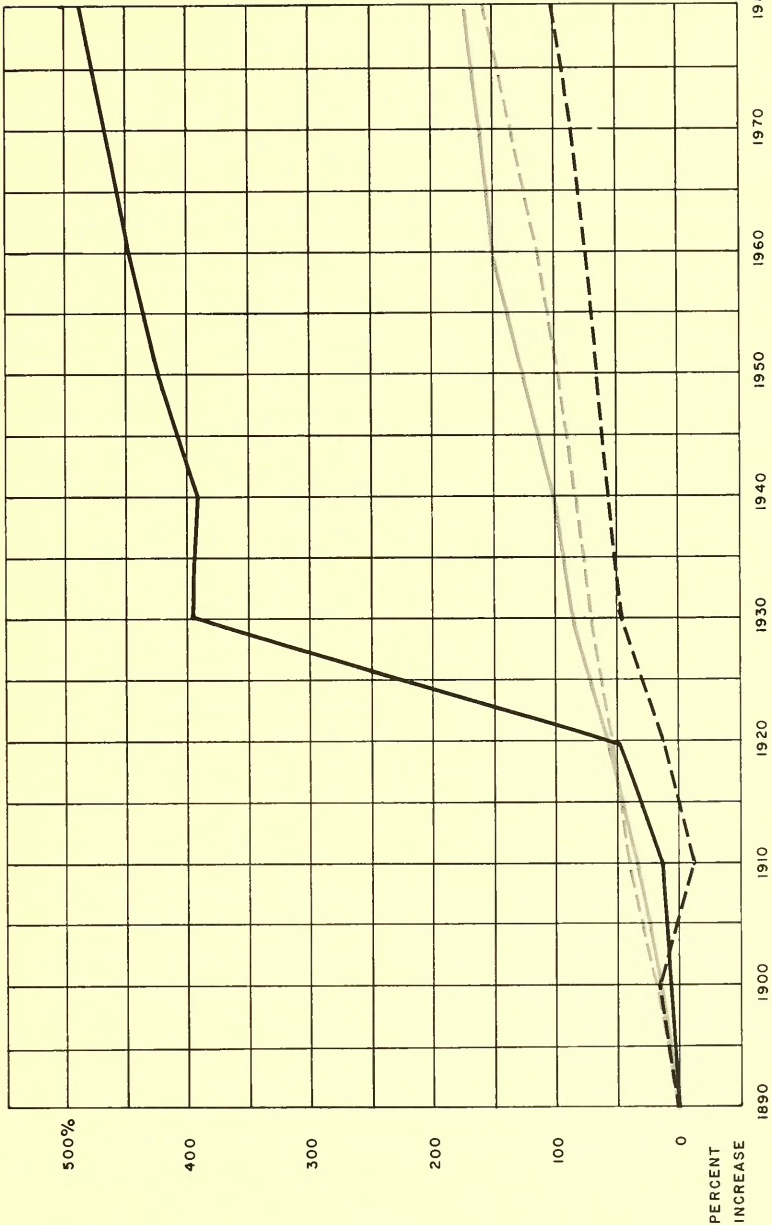
Source: U.S. Census of Population, North Carolina, 1960

\*Estimates by Division of Community Planning,  
Department of Conservation and Development

The obvious assumptions to be made are that no major natural disaster will occur, no man-made catastrophe shall take place and a barring of any global conflict using nuclear weapons. On the other side, however, it shall be assumed that population trends will continue substantially as in the past, that no gigantic industrial use will be established which would upset the local economy, nor any specific area be excluded from potential future annexation within the corporate limits of the town.

The future population projections indicate substantial increases throughout the long range planning period. Although there is a somewhat wide range of discrepancy between the various methods of estimating the town's ultimate size in terms of people,





LEGEND: SOUTHERN PINES — MOORE COUNTY - - - NORTH CAROLINA — UNITED STATES - - -  
SOURCE: DIVISION OF COMMUNITY PLANNING, DEPARTMENT OF CONSERVATION AND DEVELOPMENT

an average of the four conservatively points toward at least eight thousand in the twenty-year period and perhaps as many as ten thousand by the end of the century at the year 2000. Exact figures at any given time will vary greatly based on the municipality's annexation policy.

TABLE 9 FUTURE PROJECTIONS, 1960-2000 - SOUTHERN PINES, N. C.

Year	Least Squares	Arithmetic Method	Cohort Survival	Geometric Method	Average of all Methods
1960	5,198	5,198	5,198	5,198	5,198
1965	5,635	5,643	5,770	5,907	5,739
1970	6,072	6,089	6,341	6,617	6,280
1975	6,566	6,567	7,043	7,517	6,923
1980	7,059	7,044	7,746	8,417	7,567
1985	7,510	7,506	8,602	9,486	8,276
1990	7,960	7,968	9,458	10,555	8,985
1995	8,376	8,435	10,530	11,959	9,825
2000	8,792	8,903	11,603	13,363	10,665

Source: U.S. Census of Population, North Carolina, 1960  
 Estimates by Division of Community Planning,  
 Department of Conservation & Development

## ECONOMIC BASE

The economic base of cities and regions are classified by various functional groupings. Most urban centers have a broad diversity of these economic characteristics. There are industrial cities, agricultural villages, governmental complexes, college towns, residential developments, resort areas, military bases, trade centers, retirement communities and transportation clusters to mention a few of the more common. Obviously most of these activities exist in all urban environments to some extent but some places rely more heavily on only one of these socio-economic functions.

The specialty city would be in a critical position if that major economic function ever were eliminated, reduced or even remained at a status quo in the community. However, a community needs an individual image to identify itself from the myriad of countless typical towns across the nation. This economic specialty can provide this image in either a beneficial or detrimental way. For example, college towns normally have an abundance of cultural activities for residents and resort areas frequently have extensive recreational facilities in the community. Conversely, the industrial complex might have traffic congestion, air pollution, unsightly appearance and water contamination and the agricultural regions may not be able to support the necessities of living such as municipal services, contemporary entertainment, adequate education and health facilities for the rural inhabitants.

## IMAGE CHANGE

Any one specialized economic base may not be an absolute positive or negative factor in the growth of an urban area. Certainly, shades of grey are evident and the vital community should have somewhat of a broad based economic potential. However, it behooves the general public and its leadership to attract the more desirable activities while discouraging any uses which might conceivably reduce the capability of the entire area to become a better place to live. Southern Pines is in an enviable position of being a specialty town with an encouraging trend to broaden the economic base.

The historical development of cities reveals that the economic functions of a town or region can change over the years. The specialty function may cease and the town lose its identity or the smaller average community might become specialized by a new institutional or industrial use locating there. Needless to say, any new patterns changing the economic or social patterns of Southern Pines can be beneficial or extremely damaging to the character and economy of the community. The short range benefits must always be weighed in terms of the ultimate consequences. In short, the community must decide on objectives to achieve goals in directing the future development of land uses, since these crucially affect the economic base and therefore the people.

#### ECONOMIC FUNCTION

The Southern Pines and Sandhills area of North Carolina has been and still is a variety of economic functions. However, it has the best of all possible alternatives because it has the highly desirable specialized economic base aspects of being a recreational resort town.

Many different economic and social functions have evolved throughout the history of development of Southern Pines and the surrounding area. Originally there was just the sand, earth, and pine trees. These were exploited for timber and turpentine, making the area's economy that of forestry. At the founding of the village and the construction of the early John T. Patrick plan, the economy was related to health facilities and winter visitors from New England.

The health resorts diminished and golf courses became significant on a truly eastern national level. The fox hunts were organized over a half century ago and horse activities have been increasing ever since.

The tourist influence in Southern Pines determined the housing market supply and demand to a considerable extent. The many older hotels have been augmented by convenient motels, country club lodges and garden apartments. The commercial inventory of



Southern Pines town and vicinity has been traditionally on a small scale and tailored for the traveler, i.e., many gift shops, antiques, book stores, etc. Many personal service establishments and more recently professional offices and automotive sales and service organizations have appeared on the local scene.

#### FAMILY INCOME

Southern Pines is a place of extremes in terms of income. The range covers the vast area between poverty and wealth. Figures concerning income are significant to the welfare of individuals and families and to the whole community and its economic well being. As long as there are people without sufficient money to provide for the necessities of life, the comprehensive economic health of the community cannot be considered prosperous.

In 1959 there were 1,265 families reportedly residing in the corporate limits of Southern Pines. The mean family income was \$5,568 for that year while the median was \$3,540. Total family income was \$7,043,500 and total personal income was \$7,832,372. The per capita income figure was \$1,524 which was considerably better than the state average but slightly under that of urban North Carolina for 1959.

There were, in fact, 79 families making less than \$1,000 that year, 223 made under \$2,000 and 255 with less than \$3,000. These 557 families all received wages of a poverty level by current recognized standards. These include both white and non-white but only those families residing in the town. This represents some forty-four percent of the families existing on less than poverty wages. Needless to say, when approximately half of the families in a community have family incomes of less than \$3,000, it behooves the community leaders to endeavor to promptly take whatever action is necessary to eradicate this undesirable situation. On the other end of the scale of income for 1959 were 61 families, or five percent, making between \$10,000 and \$15,000. Another five percent made over \$15,000 with 31 families from \$15,000 to \$25,000 and 32 more over \$25,000.

## EMPLOYMENT

The employment recruiting area of Southern Pines, determined by the North Carolina Employment Security Commission, covers a radius of twenty miles. This would be approximately 25 to 30 minutes driving time and includes all of Moore County and portions of Hoke, Lee, Harnett, Cumberland, Montgomery, Richmond and Scotland Counties. According to the 1960 census data over 50,000 persons reside in this area.

Estimates prepared by the Employment Security Commission in 1965 indicate that there are 3,285 persons possessing production job skills or who are deemed trainable for jobs at the semi-skilled level or higher. This estimate does not reflect all the potential workers in the area. It only includes the potential qualified production type workers and those who would be willing to accept this sort of job in an industrial plant. Additionally, there are an estimated 2,570 inexperienced but trainable personnel available in the area under the age of forty-five. This recruitable labor supply is generally made up of persons currently seeking work and those who are potential jobseekers. Those seeking work would include the unemployed, those not employed on a full-time basis, some holding jobs not utilizing their highest skills, and certain others such as school dropouts and returnees from military service.

Potential applicants would be workers desiring to change from agricultural to industrial jobs, housewives desiring employment, students completing their schooling, and commuters who would prefer local employment opportunities if they were available. Workers or jobseekers not deemed suitable for production type employment were excluded from the labor force figures.

In the 1965 school year there were 325 high school graduates in the area not including those who went on to school or away to work elsewhere. Total available workers are divided nearly equally between male and female and most are unskilled but trainable.

TABLE 10 FAMILY INCOME, 1959 - SOUTHERN PINES, N. C.

All Families	Southern Pines Town		Remainder Twp. 7		Twp. 7		Twp. 8		Twp. 9		Moore County
Under \$1,000	1,265	862	2,127	1,477	1,187	8,780					
\$1,000 to \$1,999	79	155	234	116	192	1,141					
\$2,000 to \$2,999	223	111	334	170	200	1,317					
\$3,000 to \$3,999	255	104	359	221	178	1,275					
\$4,000 to \$4,999	139	140	279	218	116	1,195					
\$5,000 to \$5,999	104	126	230	168	168	1,097					
\$6,000 to \$6,999	82	103	185	145	103	814					
\$7,000 to \$7,999	98	34	132	108	67	607					
\$8,000 to \$8,999	71	32	103	106	48	452					
\$9,000 to \$9,999	63	12	75	48	13	235					
\$10,000 to \$14,999	27	13	40	38	12	151					
\$15,000 to \$24,999	61	12	73	84	28	255					
\$25,000 and over	31	4	35	28	24	120					
	32	16	48	27	38	121					
<b>Total Family Income</b>	<b>\$7,043,500</b>	<b>\$3,706,000</b>	<b>\$10,749,500</b>	<b>\$8,122,000</b>	<b>\$5,977,500</b>	<b>\$40,519,000</b>					
<b>Mean Family Income</b>	<b>\$ 5,568</b>	<b>\$ 4,299</b>	<b>\$ 5,054</b>	<b>\$ 3,499</b>	<b>\$ 5,036</b>	<b>\$ 6,615</b>					
<b>Median Family Income</b>	<b>\$ 3,543</b>	<b>\$ 3,436</b>	<b>\$ 3,491</b>	<b>\$ 4,083</b>	<b>\$ 3,203</b>	<b>\$ 3,550</b>					
<b>Total Personal Income</b>	<b>\$7,832,372</b>	<b>\$4,121,072</b>	<b>\$11,953,444</b>	<b>\$9,031,664</b>	<b>\$6,646,980</b>	<b>\$45,038,281</b>					
<b>Per Capita</b>	<b>\$ 1,524</b>	<b>\$ 1,144</b>	<b>\$ 1,368</b>	<b>\$ 1,465</b>	<b>\$ 1,322</b>	<b>\$ 1,226</b>					

Source: U.S. Unpublished Census Data, Special Table PH3, 1960.

TABLE 11 INDUSTRIAL EMPLOYMENT, 1960 - SOUTHERN PINES, N. C.

	Southern Pines		Moore County	
	Employed	Per Cent	Employed	Per Cent
Agricultural & mining	49	2.8	1,686	13.0
Furniture & construction	127	7.3	1,816	14.0
Food & consumer products	60	3.4	608	4.7
Transportation & utilities	103	5.9	439	3.4
Wholesale & retail trade	198	11.4	1,455	11.2
Private household help	199	11.4	833	6.4
Other personal services	239	13.7	1,430	11.0
Textiles & apparel products	72	4.1	1,981	15.4
Professional & administrative	187	10.7	965	7.5
Health & educational services	202	11.6	957	7.4
Other industrial employment	308	17.7	779	6.0
Total	1,744	100.0	12,949	100.0

Source: U.S. Census of Business, 1960.

#### LABOR FORCE

Human resources are vital to the economy of the community. However, mere manpower alone is not enough to fulfill the complex requirements of employment. There must be jobs available and qualified people available to create a balanced labor market. Any extreme conditions in this supply and demand situation can cause substantial unemployment and/or under production.

The working labor force of the Town of Southern Pines in 1960 was a total of 1,744. Employment consisted of 971 male and 773 female workers. The three lower townships of Moore County accounted for well over one-half of all jobs in the entire county. Men filled 4,384 positions and women filled another 2,848. The total 1960 county employment was reported at 13,949 with 8,271 and 4,678 for male and female, respectively.

TABLE 12 OCCUPATIONAL CLASSIFICATION, 1960 - SOUTHERN PINES, N. C.

Occupation	Southern Pines			Townships 7, 8, 9			Moore County		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Professional	112	125	237	324	397	721	441	564	1,005
Managerial	177	47	224	526	109	635	718	133	851
Clerical	40	155	195	189	475	664	299	681	980
Sales Workers	50	42	92	215	161	376	382	266	648
Craftsmen	118	0	118	715	16	731	1,359	32	1,391
Operatives	88	59	147	770	378	1,148	2,014	1,112	3,126
Domestics	30	157	187	64	471	535	76	667	743
Service Jobs	148	138	286	437	564	1,001	465	697	1,261
Farming Jobs	4	0	4	218	41	250	423	97	520
Other Labor	137	0	137	347	8	355	735	49	784
Not Reported	59	50	109	280	204	484	447	299	746
Total	963	773	1,736	4,085	2,824	9,909	7,458	4,597	12,055

Source: 1960 Census Data



Total employment at any given time or place is impossible. The census defines unemployed as those persons fourteen years of age and older not at work and looking for a job. The 1960 census recorded 3.5 percent of the working population of Southern Pines as unemployed. This is extremely low for any urban or rural location and compared favorably with the county, state and national levels. In 1965 the unemployment rate was estimated at 4.5 for Southern Pines, which was the same as the state.

The North Carolina Employment Security Commission provides statistical information on seasonal variations in employment. As would be expected there was a cyclical trend in the county largely due to the summer and fall agricultural activities. This has been traditionally offset by the resort and recreational activities in the winter and spring. Since it is the unskilled and semi-skilled workers who normally are critically unemployable, this transition from golf courses and horse tracks to the tobacco farm eliminates a large percentage of unemployment.

North Carolina is a predominantly agriculturally-oriented state. However, there is a significant population trend taking place of moving families from a rural to urban environment. This can happen by two methods. People can move from the farm to the towns and cities or those living on the urban fringes can be surrounded by new residential suburbs around the growing cities.

Southern Pines has no extensive agricultural activity but Moore County is still basically rural. Approximately one-fifth of the county's population live on farms. In 1964 there were nearly fifteen-thousand farms existing in the county and the average size was over 110 acres. The vast majority of these farm families earned an annual income of under \$5,000. However, the Moore County agricultural income exceeded twenty-five million dollars in 1964. It has been estimated by the Moore County Industrial Committee that over six thousand farm residents could be added to an industrial labor force without reducing the agricultural productivity. This would be possible by mechanization and full-time working thereby increasing efficiency.



Commercial peach orchards were planted in the early part of this century on the west side of Moore County. The slope of the land, the sandy soil and the mild climate provided an ideal environment for growing this fruit crop as well as the dewberries growing north of Southern Pines around Vass.

Income per farm is around \$1,500 higher in Moore County than throughout the rest of the state. Although national and state population trends are away from agriculture, this factor may reduce the impact of this phenomena in the Sandhills region. Moore County ranks sixth in the state in livestock sales. Each year more horses are brought to Southern Pines and Pinehurst.

#### TRADE AREA

There are many interrelated regional areas that influence the trade for the Southern Pines resort community. There is the obvious trade area for the primary convenience items which can be defined in terms of the immediate vicinity. However, since the economic base of the regional community is resort, recreational, retirement and tourism by nature, there must be a wide sphere of attraction.

It is definitely the impact of this tourist trade that supports much of the local economy in terms of retail sales. The older established stores in the central business district have not until quite recently been in a position of any extensive competition. Much income of the local residents has been lost to many metropolitan shopping centers while at the same time the local merchants in the specialty shops enjoy the patronage of the visiting customers of the larger northern cities vacationing in Southern Pines and Pinehurst.

#### COMMERCIAL ACTIVITY

The economic health and prosperity of the urban community is dependent upon and reflected in the activities of local business. The Census of Business shows retail sales and figures for selected services in Southern Pines and Moore County. Past years are used to indicate business growth and economic trends in the community.



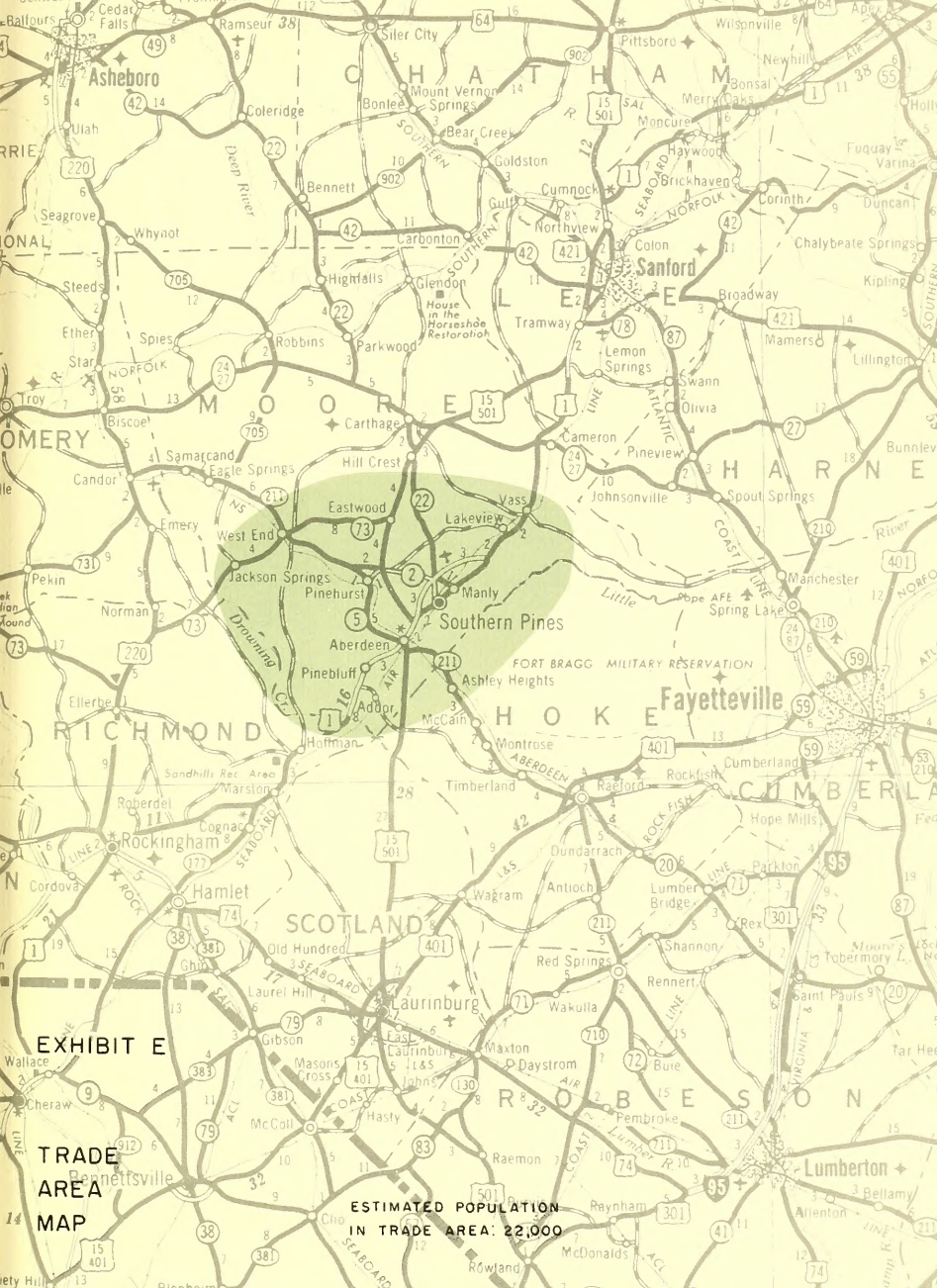


EXHIBIT E

TRADE  
AREA  
MAP

ESTIMATED POPULATION  
IN TRADE AREA: 22,000

Retail sales are classified by type and include food stores, eating places, general merchandise, apparel and accessories, furniture and appliances, automobiles and equipment, service stations, building materials, drugs and other similar retail sales items.

The selected services of Southern Pines and Moore County are given by number of establishments, annual receipts, total payroll and number of employees. These services include hotels, motels, tourist homes, motor courts and various personal, business, repair, automobile and recreational services.

TABLE 13 RETAIL SALES - MOORE COUNTY AND SOUTHERN PINES, N. C.

	1954	1958	Per- cent Change	1963	Per- cent Change
<b>SOUTHERN PINES</b>					
Number of Establishments	73	60	-17.8	84	+40.0
Sales (\$000)	\$ 6,820	\$ 7,385	+ 8.3	\$11,052	+49.7
Payroll (\$000)	\$ 594	\$ 645	+ 8.6	\$ 954	+47.9
Number of Employees	294	284	- 3.4	371	+30.6
<b>REMAINDER OF COUNTY</b>					
Number of Establishments	337	332	- 1.5	412	+24.1
Sales (\$000)	\$18,393	\$22,977	+24.9	\$28,338	+23.3
Payroll (\$000)	\$ 1,478	\$ 1,677	+13.5	\$ 2,479	+47.8
Number of Employees	737	833	+13.0	887	+ 6.5
<b>MOORE COUNTY</b>					
Number of Establishments	410	392	- 4.4	496	+26.5
Sales (\$000)	\$25,213	\$30,362	+20.4	\$39,390	+29.7
Payroll (\$000)	\$ 2,072	\$ 2,322	+12.1	\$ 3,433	+47.8
Number of Employees	1,031	1,117	+ 8.3	1,258	+12.6

Source: U.S. Bureau of Census, 1960

Southern Pines is the center for retail trade of Moore County. There is a greater concentration of business activity located in and about the Town of Southern Pines than elsewhere in the county. However, this is nothing more than is normal due to Southern Pines being the only urban area in the strict sense of the term. Obviously, where the people and the money are would be the commercial center of the community.

The Southern Pines business activity has expanded in the past decade to parallel the growth in industry. In the last ten years, the town has seen substantial increases in number of establishments, receipts and payrolls. However, the number of employees within the town has remained nearly constant in the selected service job areas. The same is true for the county as a whole. There does appear to be a definite trend for business to locate just beyond the corporate limits of town. This is unfortunate for the municipal tax base and community land-use pattern.

Southern Pines is fortunate to have a fairly diversified industrial economic base at the present time. However, this has not always been the case and only through much individual and collective effort has this change come about. The new and desirable industrial manufacturing concerns which have located in and adjacent to Southern Pines have tremendous potential for attracting more beneficial income producing employment to the area.



TABLE 14. SELECTED SERVICES, 1954-1963 - SOUTHERN PINES, N. C.

	1954	1958	Per- cent Change	1963	Per- cent Change
SOUTHERN PINES					
Number of Establishments	47	54	+14.9	72	+33.3
Receipts (\$000)	\$1,199	\$1,682	+40.3	\$1,920	+14.1
Payroll (\$000)	\$ 327	\$ 410	+25.4	\$ 608	+48.3
Number of Employees	217	230	+ 6.0	223	- 3.0
REMAINDER OF COUNTY					
Number of Establishments	101	146	+44.6	155	+ 6.2
Receipts (\$000)	\$2,794	\$3,585	+28.3	\$5,224	+45.7
Payroll (\$000)	\$ 721	\$ 963	+33.6	\$1,322	+37.3
Number of Employees	562	593	+ 5.5	656	+10.6
MOORE COUNTY					
Number of Establishments	148	200	+35.1	227	+13.5
Receipts (\$000)	\$3,993	\$5,267	+31.9	\$7,144	+35.6
Payroll (\$000)	\$1,048	\$1,373	+31.0	\$1,930	+40.6
Number of Employees	779	823	+ 5.6	879	+ 6.8

Source: U.S. Bureau of the Census, 1960

The four basic traditional industries (agriculture, furniture, textiles, and tobacco) of the state are in the category of slow growth and decreasing employment opportunities. Agriculture is losing workers and the size of farms is increasing due to technology. Employment in lumber and furniture has declined in the past decade. Competition and mechanization in textiles have also reduced requirements in terms of the labor market. The tobacco markets could be hampered by recent medical findings and federal intervention regarding human health and possible increased taxes.

Fortunately, Southern Pines and vicinity are not significantly influenced by these major industrials in the state's inventory. In fact, most of the significant employers in the community are in an extremely enviable position in regard to labor market, economic stability and industrial growth and consequently the community enjoys the results of systematic diversification.

#### STABILITY

There are certain types of industries which respond to fluctuations of the national business cycle more than others. National trends have an impact on the local economy and the commercial and industrial vitality of the urban community. The two particularly applicable methods of determining this economic vitality are observing the stability and diversification of the economic base.

It is desirable to determine which local industries and commercial activities in the economic base of the community are more or less stable. The U.S. Office of Business Economics classifies national industrial, commercial, and agricultural activities on the basis of their sensitivity to the cyclical changes in the level of the national income.

The most highly insensitive are the utilities, transportation, education, governmental, medical and other professional services. Those which show a marked insensitivity are food and related products, printing and publishing, recreation and entertainment, and personal and business services. Average to above

average sensitive activities include retail trade, apparel products, building construction and lumber products. Listed as highly sensitive industries are the manufacturing of machinery and various other long term and sizable investment commodities and similar fabrication.

Southern Pines is in a fortunate position in terms of the industrial and commercial base in regard to stability and market sensitivity due to the economic base of the community.

#### TOURISM

The tourist industry is a valuable and significant component of the local and national economy. Travelers in this state spend over five hundred million dollars annually. Around two-thirds of this amount is spent by out-of-state travelers. The average travel dollar spent is allocated at about one-third each for transportation, recreation and meals. In 1963 there were 83,000 travel-related jobs in North Carolina. This represents approximately 14 percent of all workers in private commerce.

The travel-serving industry and more particularly those in the Southern Pines area can be expected to sustain sizable increases in the decades ahead. Several important national, social and economic trends contribute to this prediction. There are the general living patterns of shorter working hours and weeks, increased automobile travel and better roads, additional outdoor activities and interests, and a higher per capita income as well as a better standard of living.

In 1964 there were 1,407 persons employed by firms engaged in travel services in Moore County. The vast majority of these are in Southern Pines and Pinehurst. At that time, there were 236 firms in the county in the various travel-related businesses and virtually all of these would be in the Southern Pines and Pinehurst areas.

## VISITORS ACCOMMODATIONS

Since Southern Pines was a planned town on the same conceptual basis as a New England Village and is currently a recreational resort, much consideration should be given to the tourist from the North. It is not enough that these people keep coming and spending time and money to continue the prosperity of the economic community. Something of the origin and destination of these visitors must be recognized as well as their length of stay and primary activities should be noted with effort made to encourage their return. There is no monopoly on the tourist trade and many early resorts have diminished in importance as vacation spots across the nation.

The Southern Pines Information Center located in the town's impressive Campbell Estate keeps records of their contact with visiting individuals, families and groups. There are a few other practical methods of securing such significant data in an effort to cater to the majority of tourists in this expanding area of the economy.

TABLE 15 VISITOR RESIDENCE, 1966 - SOUTHERN PINES, N. C.

New York	76	Florida	5
North Carolina	71	New Hampshire	4
Canada	46	Washington, D.C.	4
New Jersey	45	Rhode Island	3
Pennsylvania	41	Indiana	2
Ohio	40	Arkansas	2
Virginia	39	Kentucky	2
Michigan	33	Oklahoma	2
Connecticut	21	Missouri	2
Massachusetts	19	Alabama	1
Illinois	11	Utah	1
Maryland	11	Tennessee	1
Georgia	9	Texas	1
California	9	West Virginia	1
Minnesota	8	North Dakota	1
Wisconsin	7	Kansas	1
South Carolina	7	Nebraska	1
Vermont	6	Greece	1
Maine	5	Portugal	1
		Total	540

Source: Southern Pines Midsouth Resort Information Center  
Records for March and April of 1966.



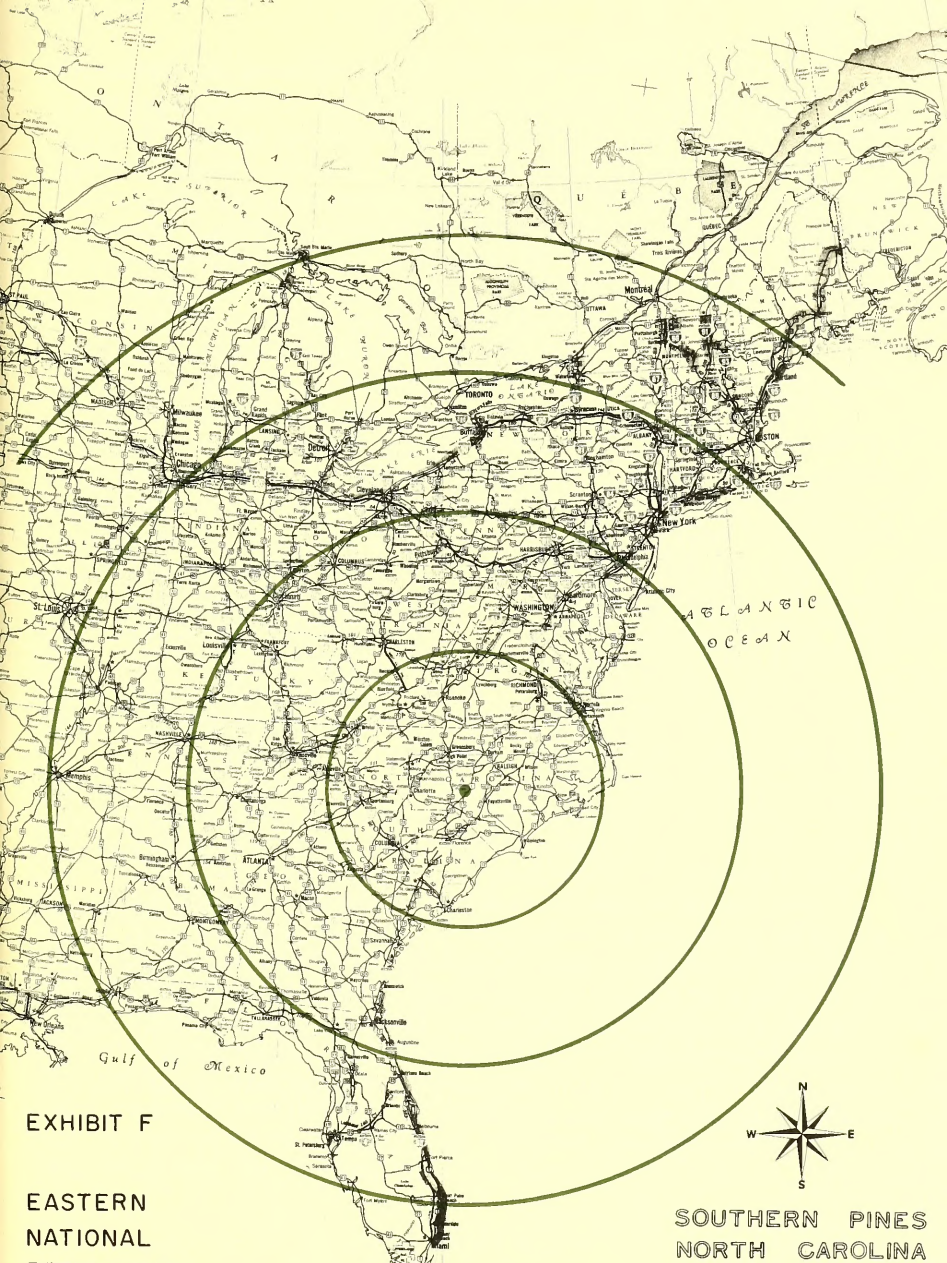


EXHIBIT F

EASTERN  
NATIONAL  
REGION MAP

EACH CIRCLE = 200 MILES

SOUTHERN PINES  
NORTH CAROLINA

As in any resort community the tourist industry and accommodations for the visitors are vital to the local economy. Southern Pines has an extensive inventory of private facilities for the public convenience. There are a variety of motels, hotels, lodges, apartments and motor courts as well as restaurants, convention halls, golf courses, riding stables, automobile services available to fit the needs and budget of customers. In the immediate area of Southern Pines there are no less than one-half dozen tourist lodges, hotels, restaurants, lodges, country clubs, and motels. There are easily a full dozen apartment houses or complexes and an equal amount of lakes for fishing, boating or swimming.

The overnight accommodations total over seven hundred rooms in the Southern Pines area with as many in Pinehurst totaling some one thousand five hundred at capacity occupancy. This represents a total combined annual income potential for accommodations of roughly five million dollars.

There are eleven separate golf courses in the Southern Pines, Pinehurst, and Whispering Pines triangle. These well known courses comprise 198 holes and over seventy thousand yards of driving pleasure to the golfing public. Besides being the major tourist attraction and economic contributor to the community, these greens provide a system of open spaces to the physical landscape as well as providing recreation for residents and visitors. Many famous tournaments have been played on these courses. The late Donald Ross came to Pinehurst from Scotland in 1895 to become this country's greatest golf course architect. He and Ellis Maples of Whispering Pines designed local courses.

Southern Pines and the Sandhills region have recently become well known for a winter horse training center. Many stables of show horses and hunters spend the season in the vicinity of the local horse farm and fox hunting country. The winter months are filled with horse events and conservative estimates place the value of this activity at twenty-five million dollars per year. Shows, jumps, hunts, trials, and the steeplechase which opens the racing season are open to the public.



## RETIREMENT AND TRAVEL

Southern Pines has long been noted for attracting people from all over the world as visitors and later make their retirement home here. Economically, this is quite beneficial to the town because those fortunate enough to move their residence upon retirement usually have an income which in turn strengthens the economic climate in their locality.

Many families of considerable financial means vacation in Southern Pines over the years and later decide on spending their retirement in the delightful atmosphere with its recreational resources. This pattern should be encouraged as much as possible or the area could lose many interesting persons and cultural contributors to the community.

An area with a significant travel and tourist economic base such as Southern Pines has been able to maintain over the years is largely dependent upon many forms of transportation. Over the years the modes of travel to and from and about Southern Pines have changed through technological innovation. The first Scottish settlers who came up the Cape Fear probably walked and rode horseback. Then the Seaboard Air Line Railroad brought the New Englanders to John Patrick's gridiron planned resort community. The automobile appeared and the American motoring public has increasingly travelled north and south on U. S. One to the Midsouth resort town. Residents and visitors will see vehicular expressway improvements and increased private and commercial air traffic serving the Southern Pines vicinity in the future.

## HUMAN WELFARE

Other significant changes in the economic and social aspects of the Southern Pines area have occurred quite recently in the vital areas of health and education. A state community college is under construction, classes are in operation throughout the community, and the staff and faculty have moved into the area. This important institution fills a void in many educational areas of endeavor while at the same time improving the image of the town and broadening its economic base.

Southern Pines has long had more than its share of the medical and related professions, but the trend is toward increasing these crucial facilities. Many new specialists have moved in recently, both hospitals have modernized and expanded. A medical center, surgical clinic and prescription pharmacies have been constructed and enlarged. A mental health clinic and veterinary research center are proposed in the near future. All these activities indicate encouraging economic patterns for the entire community.

#### INDUSTRIAL DEVELOPMENT

Traditionally, the Town of Southern Pines has had an inconsequential amount of industry. Only in the past decade has there been any significant industrial development. Earlier there was effective resistance to any industrial plants locating in Southern Pines which would certainly spoil the resort atmosphere of the town.

Currently, there are several new and clean industries operating in and adjacent to Southern Pines. The Carolina Soap and Candle Makers is a local decentralized enterprise with an international reputation. In the designated industrial park triangle complex are located Trimble Products (baby furniture), Proctor-Silex (electrical appliances), Smithson, Incorporated (fabric artwork). Farther south on the bypass is Golf World, a weekly magazine publishing house and north of town near the town reservoir, Community College, and the airport, is Fletcher-Southern, Incorporated where textile loom shuttles are manufactured. These facilities have immeasurably broadened the economic base and provided employment for mostly semi-skilled workers from outside the Town of Southern Pines. There are several other large employers beyond the corporate limits which considerably influence the economy of the community and region. In Aberdeen, J. P. Stevens operates a large carpet plant. The public utility companies also are expanding in Southern Pines with the United Telephone offices and Carolina Power and Light facilities.

The administrative offices and operative personnel of the Town of Southern Pines and Pinehurst, Incorporated, are sizable organizations and significant employers of the area. The Sandhills Community College and the various school facilities of the local districts also contribute substantially to the employment throughout the community.

These dozen primary industries and institutions have some three thousand employees, utilize over five million square feet of buildings on over six hundred acres of land, and total an annual payroll estimated in excess of ten million dollars.

#### SELECTION PROCESS

Southern Pines for many years had virtually no industrial base to support the working class people residing within the area and not connected with the recreational or tourist business. A mere decade ago the only such activity was the now well known soap and candle makers. Recently several new and modern industries have located on outlying and appropriately wooded sites.

Extreme discretion must be exercised in the selection of future industrial uses in the community. Southern Pines may lose its image as a resort and recreational center for the entire eastern part of the country if many more industries locate here without exceedingly thoughtful scrutiny of their purpose, siting, and facility design. This must be viewed in terms of the changing trend in the economic base of the community. Any injurious effect upon the past and present image of the town and region would promote damage which could not be altered.

However, all should not be pessimistic; Southern Pines can acquire research oriented industrial uses and place them in a parklike environment. This would enhance the image of the community both economically and aesthetically. It should be noted that past experience has been encouraging in these endeavors, but it takes only one serious mistake to blight a total area and eventually destroy the goals of desirable ultimate development.

## PUBLIC ADMINISTRATION

Services to the local residents are provided by the various town, county, state, and federal governmental levels as well as special ad hoc district agencies. These community facilities shall be analyzed in a later study. The urban population is mainly served by the municipal functions of government. The Town of Southern Pines has a Council-Manager form of administration. The five members of the Board are elected at two-year intervals during May of the odd-numbered years. Registered voters of the municipality elect their Council at large and the members then nominate and appoint the Mayor from among themselves. The Town Manager, Town Clerk, and Town Attorney serve at the pleasure of the Council.

Municipal services are provided by the Town of Southern Pines to all the residents within the corporate limits. Those inhabitants beyond the municipal limits receive some of these services under different arrangements and various financial agreements. More of these families are requesting these vital services on an equal basis each year.

The actual expenditures of the various departments and services vary from year to year depending on many factors. However, increase in population and physical area served has much to do with increased costs. Other obvious conclusions evident in these figures are continuing economic inflation and a higher level of municipal services demanded by the public.

The general administrative category in the fiscal budget consists of personnel payroll, office supplies, building maintenance, utility charges, legal advertising, insurance premiums, travel expenses, election costs, planning contracts, employee retirements, and equipment purchases. The miscellaneous expenditures in the past audits are not classified but would include National Guard, civil defense, industrial development, ordinance codification, and innumerable other incidental items of every description.

There are various other forms of services provided to the citizens of the community by the multiplicity of governmental agencies and activities. Obviously, due to the complexities of organization and operation, all of those services beyond the



sphere municipally financed activities supplied to town residents are outside the scope of this study. It must suffice to mention those that do, in fact, have some direct effect on the land planning and development process in the community and relative to the people and their environment. Some of these are federal, state, regional, county, and municipal and certainly there are those within the private sector of the economy. The broad term of health, education, and welfare is unquestionably a primary instrument in the betterment of the physical, social, and economic community. This comprehensive potpourri would encompass the schools, libraries, playgrounds, parks, hospitals, clinics and the many assistance agencies, i.e., information center and civil defense.

#### GOVERNMENTAL SERVICES

The municipal governmental organization has the authority under existing state legislation to collect taxes, fees, and various other revenues to provide for municipal expenditures. The major revenue producers for the Town of Southern Pines are the ad valorem, intangibles, franchise, and beverage taxes; the licenses required for town auto tags, dog registrations, and the recently adopted fee for businesses and professionals; refunds are granted the town on gas taxes, sales taxes, law violations; assessments are levied for water and sewer connections and extensions; and various other fees and bills charged including water and sewer service, rubbish collection, fire protection, and building inspection. The revenue monies are placed in the town's general fund or a special appropriate account such as water and sewer. A bond issue would provide additional borrowed capital for a specific purpose also. The expenditures necessary for the operation of municipal services at the desired quality level within the limits of the local tax base are achieved by this sensitive balance and the fiscal budget process. The normal departmental expenditures over the years for Southern Pines include general administration, law enforcement, fire protection, recreation,

TABLE 16 MUNICIPAL FINANCE, 1950-1965 - SOUTHERN PINES, N. C.

	Actual 1950	Actual 1955	Actual 1960	Actual 1965
General Administration	\$ 8,198.79	\$16,922.81	\$19,719.53	\$44,705.32
Fire Protection	6,796.31	6,661.21	9,216.48	28,790.48
Law Enforcement	18,696.04	31,594.93	51,116.14	70,610.14
Parks & Recreation	4,066.20	9,764.55	13,179.25	11,955.67
Street Improvements	41,405.27	52,830.84	50,750.95	80,048.71
Sanitation & Spraying	6,493.56	32,001.22	41,703.34	56,729.24
Publicity & Information	844.56	584.83	5,789.19	8,104.65
Water & Sewer	37,774.17	102,523.39	21,037.30	118,778.51
Library Operation	0	528.56	6,078.03	10,453.23
Building Inspection	0	3,986.73	2,900.40	4,800.00
Cemetery Maintenance	3,290.75	2,477.32	3,056.92	2,898.66
Debt Payments	22,486.75	55,192.92	71,568.00	69,240.00
Miscellaneous Costs	14,788.82	911.34	7,959.69	9,866.21
Total Expenditures	\$164,841.22	\$315,980.65	\$304,075.22	\$516,980.82
Annual Revenues	99,953.11	308,995.19	214,455.67	315,597.01
Income to Cost Difference	\$ 64,888.11	\$ 6,985.46	\$ 89,619.55	\$201,383.81
Bonded Indebtedness	\$587,000.00	\$463,000.00	\$674,000.00	\$828,000.00
Estimated Population	4,272	4,735	5,198	5,590
Service Cost per Capita	\$38.59	\$66.73	\$58.50	\$92.48

Sources: Reports on Audits, Southern Pines, W. M. Russ & Co., C.P.A., Raleigh, N. C.,  
1950-55-60-65.



sanitation, water, sewer, parks, publicity, cemetery, streets, and payments on the principal and interest of debts. The planning function should be made a normal budgeted part of the local governmental process.

#### IN SUMMARY

All these factors of the economy and population should be observed collectively and in appropriate significance. The major economic activities and ecological patterns have definitely changed and expanded over the past eighty years. Undoubtedly, there will be many more changes within the planning period as dictated by new man-made cultural advances and human behavioral demands of the times.

The community of Southern Pines and its expanding economic diversity and population expectations should provide a perspective of gradually changing functions. Improved living conditions through a rational and orderly process of urban land development based on a general long-range plan.

The future long-range population and economic situation in the Southern Pines planning area is quite encouraging in terms of anticipated trends and growth. However, mere increase alone is not absolutely beneficial to a town or urban community. The predicted development and settlement must be guided if the new residents and generations can hope for a living environment at least equal to or better than the existing conditions. The vital aspects involve all the educational, health, governmental, recreational, social, cultural, transportation, industrial, commercial, housing, spiritual, and conservational influences of the meaningful life of each and every citizen of the community.

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